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Virginia Information Technologies Agency

ITIB

Information Technology Investment Board

RECOMMENDED TECHNOLOGY INVESTMENT
PROJECTS REPORT
FOR THE 2006-2008 BUDGET BIENNIUM,
SEPTEMBER 1, 2005 SUBMISSION

TO THE GOVERNOR AND
THE GENERAL ASSEMBLY OF VIRGINIA

VITA
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1.0   Executive Summary

1.1   Background and Portfolio Summary

The Commonwealth Information Technology Investment Board (ITIB) serves as the supervisory board for the Virginia Information Technologies Agency (VITA). The Board is assigned responsibility for the planning, budgeting, acquiring, using, disposing, managing, and administering of information technology in the Commonwealth. In this role, the ITIB is required to submit a list of recommended technology investment projects and priorities for funding those projects to the Governor and General Assembly by September 1 of each year. The ITIB hereby submits the 2005 Recommended Technology Investment Projects (RTIP) Report for the 2006-2008 Budget Biennium.

In developing this year's report, the ITIB employed IT Investment Management (ITIM) best practices to select the right mix of technology investments (projects) from the Commonwealth Major IT Project Portfolio. The ITIB focused on IT projects offering enterprise solutions and opportunities for collaboration, (i.e. serving more than one state agency) in making its recommendations.   The evaluation process heavily weighted projects that demonstrated alignment with Commonwealth and agency strategic business objectives and identifiable benefits to the Commonwealth.   Only projects supported by a strong business case, based on ITIB established selection and ranking criteria, were considered as priorities for funding.

In coordination with the Department of Planning and Budget, the Agency Strategic Planning Process for the 2006-2008 Budget Biennium was used to collect the information necessary to construct the report.   The integration of IT strategic planning with the submission of agency strategic plans was aimed at insuring that planned IT investments truly reflect agency business objectives and service area plans for the upcoming biennium.   All information contained in the 2005 RTIP Report is based on agency data submitted as of July 15, 2005.

The Commonwealth Major IT Project Portfolio includes 78 projects with a total estimated cost to complete of $1,147,607,739. The projects are in various stages of planning or execution (life-cycle phases) and include 24 active projects representing $707,663,470 or 62% of the total investment value of the portfolio.

Priority Technology Investment Projects (PTIP) are projects recommended for new or maintained funding by the Governor and General Assembly. The PTIP emphasizes Commonwealth priorities, including Fiscal Responsibility, Transportation, Economic Development, Education, Health and Human Services, and Public Safety.   The 30 projects selected as priority investments for funding will result in short and long term savings, operational efficiencies or improved citizen services.

A total of thirty-eight projects are included on the 2005 PTIP. Two projects in planning and six currently active projects will extend into the next budget biennium with estimated expenditures in the 2006-2008 biennium of $158,466,441 and are recommended for maintained funding.   The additional thirty new projects on the PTIP list, with a total estimated cost to complete of $325,509,247, have been recommended as priorities for funding.   A total of $153,670,500 will be needed in the 2006-2008 Biennium to support the thirty new priority projects.   The remaining investment costs of $171,838,747 will be needed beyond fiscal year 2008.

For the first time this year, the ITIB has specified projects not recommended for funding.   These projects are either too early in the planning process (reflected in incomplete business cases) or will be superseded by enterprise investments or proposals submitted under the Virginia Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA).   A total of seventeen projects are not recommended for funding.   Agencies may submit these projects for funding consideration upon completion of detailed business cases.

While the Commonwealth ITIB has set a goal that the RTIP Report become the primary driver for Commonwealth technology investment decisions in the 2007 budget process, it is the desire of the ITIB that the 2005 RTIP Report guide the Governor and General Assembly in determining funding of technology investments in the upcoming budget session.

Issues of concern to the ITIB include improving synchronization of RTIP and Agency Strategic Plan schedules, implementation of the two-step major IT project planning process approved last year by the ITIB, and clear identification of technology project funding in the Appropriation Act.   (See Section 2.6, Future Considerations.)

1.2   Purpose

The Code of Virginia, Section 2.2-2458, requires the Commonwealth Information Technology Investment Board (ITIB) to submit a list of recommended technology investment projects and priorities for funding such projects to the Governor and General Assembly by September 1 of each year. 2005 marks the third year for submission of the RTIP Report by the ITIB. Previously, the RTIP Report has not had the impact on technology investment decisions the ITIB has desired. While the purpose of the 2005 RTIP Report is to fulfill a mandated reporting requirement, it is the Board's desire that the Report add value to the Commonwealth's technology investment decision-making process. As ITIM practices within the Commonwealth mature, the board expects that the RTIP Report will begin to drive the technology investment decisions made in the Commonwealth.

1.3   Desired Outcomes

In order to insure the RTIP Report adds value to the Commonwealth's technology investment decision-making process, the ITIB established specific desired outcomes for the 2005 RTIP Report. The desired outcomes then served as guidance in the development of the 2005 Report. It is the desire of the Board that the 2005 RTIP:

- Recommend prioritized future technology investments for funding in the Governor's Budget;

- Recommend future technology investments for funding in the Appropriation Act;

- Drive enterprise investments across the Commonwealth of Virginia;

- Facilitate collaboration opportunities across organizations and political subdivisions where appropriate;

- Communicate viable business opportunities to business partners;

- Demonstrate change in investment strategies to illustrate how tax dollars are funding the improvement of services to citizens.

Subsequent to the 2005 General Assembly session, an evaluation will be conducted to determine how well the 2005 RTIP report fulfilled the desired outcomes.

1.4   Report Contents

The RTIP Report is structured to:

- Provide an overview of the entire portfolio of Commonwealth technology investment projects,

- Present specific projects prioritized for funding by the ITIB, and

- Supply additional technology investment portfolio information useful to the many stakeholders served by the RTIP Report.

Because this year's report seeks to emphasize enterprise and collaboration opportunities, all project listings are broken into two project classes:

- Enterprise/Collaboration; and

- Agency Specific.

In addition, projects are categorized by their progress through the project life cycle (See Appendix I - RTIP Report Definitions.):

- Projects Identified for Preliminary Planning;

- Projects in Planning;

- Projects Proposed for Development; or

- Projects in Development (Active Projects).

The 2005 RTIP consists of three sections:

- **Section 1** – <u>The Executive Summary</u> presents background information and a portfolio summary of the 2005 RTIP Report, the ITIB's desired outcomes for the report, and an overview of the report contents.

- **Section 2** – <u>The Recommended Technology Investment Projects Report</u> presents the body of the report, including its purpose, the ITIB's desired outcomes, an overview of the process used to develop the report, and various views of the complete Commonwealth Major IT Project Portfolio. Most importantly, Section 2.6 presents the Priority Technology Investment Projects (PTIP) recommended for new or maintained funding by the Board to the Governor and General Assembly. Section 2 concludes with issues for future consideration in the Commonwealth ITIM process. Finally, contact sources are provided for questions or additional information on the RTIP Report.

- **Section 3** – <u>The Appendices</u> present alternate views and more detailed information on the projects described in the Commonwealth Major IT Project Portfolio. A new addition to the RTIP Report this year is a list of projects not recommended for funding (Appendix C).

The project costs contained in this document are preliminary estimates provided by the proponent agency and are subject to varying degrees of uncertainty.

2.0 RTIP Report

2.1 Introduction and Purpose

The Commonwealth Information Technology Investment Board (ITIB) serves as the supervisory board for the Virginia Information Technologies Agency (VITA). The Board is also assigned responsibility for the planning, budgeting, acquiring, using, disposing, managing, and administering of information technology in the Commonwealth. In this role, the ITIB is required to submit a list of recommended technology investment projects and priorities for funding those projects to the Governor and General Assembly by September 1 of each year. The ITIB hereby submits the 2005 Recommended Technology Investment Projects (RTIP) Report for the 2006-2008 Budget Biennium.

In developing this year's report, the ITIB employed IT Investment Management (ITIM) best practices to select the right mix of technology investments (projects) from the Commonwealth Major IT Project Portfolio. The ITIB focused on IT projects offering enterprise solutions and opportunities for collaboration, (i.e. serving more than one state agency) in making its recommendations. The evaluation process heavily weighted projects that demonstrated alignment with Commonwealth and agency strategic business objectives and identifiable benefits to the Commonwealth. Only projects supported by a strong business case, based on ITIB established selection and ranking criteria, were considered as priorities for funding.

Several important considerations influenced the selection of projects for inclusion in the Commonwealth Major IT Project Portfolio and for prioritization of projects for funding, including:

- *Code of Virginia* (project mandates)

- Commonwealth Enterprise Architecture

- Commonwealth Strategic Plan for Technology

- Council on Virginia's Future "Long Term Objectives" *(New this year)*

- VITA Transformation Targets *(New this year)*

- ITIM Best Practices

While the RTIP Report is developed specifically to present recommended projects and priorities for funding to the Governor and the General Assembly, it also serves as a communications vehicle for the ITIB to a much larger target audience, including:

- the Governor's Cabinet,

- state agencies,

- local governments,

- business partners,

- citizens, and

- other state governments.

To insure the 2005 RTIP Report is useful to the target audiences, the report is intended to be:

- Effective – achieves desired outcomes

- Informational – provides useful project and funding information

- Accurate – provides correct information upon which to base investment decisions

- User-friendly – is easy to use by target audiences

- Available – is easy to access by target audiences

- A Facilitator to Communication – provides a common framework for different target audiences to reference in discussions, and

- A Measure of Progress – establishes an accountability benchmark for the Commonwealth of Virginia to use when evaluating the maturity of ITIM practices

2.2   Desired Outcomes

2.2.1 Outcomes

2005 marks the third year for submission of the RTIP Report by the ITIB. Previously, the RTIP Report has not had the impact on technology investment decisions the ITIB has desired. While the purpose of the 2005 RTIP Report is to fulfill a mandated reporting requirement, it is the Board's desire that the Report add value to the Commonwealth's technology investment decision-making process. As ITIM practices within the Commonwealth mature, the Board expects that the RTIP Report will begin to drive the technology investment decisions made in the Commonwealth. With that motivation, the ITIB established the following specific desired outcomes for the 2005 RTIP Report:

- Recommends prioritized future technology investments for funding in the Governor's Budget

- Recommends future technology investments for funding in the Appropriation Act

- Drives enterprise investments across the Commonwealth of Virginia

- Facilitates collaboration opportunities across organizations and political subdivisions where appropriate

- Communicates viable business opportunities to business partners

- Demonstrates change in investment strategies to illustrate how tax dollars are funding the improvement of services to citizens

Table 1 below compares the current mix (TODAY) of investments between infrastructure and citizen services to the VITA transformation targets (TOMORROW), where investments in infrastructure will decrease, while savings will be reinvested in direct citizen services.   Achieving the 2005 RTIP Report's desired outcomes will advance the Commonwealth's progress towards rebalancing the current mix of investments and increasing the overall value of services delivered to citizens of the Commonwealth.
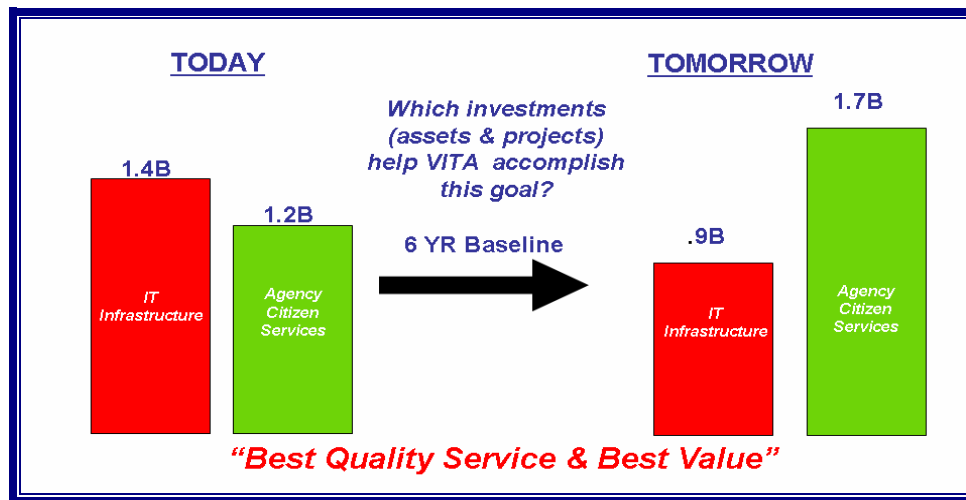

Table 1 – VITA Transformation Targets

Subsequent to the upcoming General Assembly session, an assessment will be conducted to determine how well the 2005 RTIP report fulfilled the desired outcomes.

2.3   Report Development Process

The ITIB's Strategic Planning and Review Committee (SPARC) assessed the effectiveness of the 2004 RTIP Report in an effort to implement an improved process for developing the 2005 RTIP Report. To that end, development of the 2005 RTIP Report began immediately following submission of the 2004 report. The RTIP project selection process, along with feedback from stakeholders, was evaluated to identify lessons learned.

While the previous year's process was determined to be sound, based on IT investment management best practices, inputs into the process were reviewed and revised to insure the selection process would yield the right mix of projects for priority funding. Through a series of meetings, including a full-day workshop in January, the SPARC developed and recommended to the ITIB an improved process for the 2005 RTIP Report project selection process.

Just as last year, drivers of the process included the *Code of Virginia*, the Commonwealth Enterprise Architecture, ITIM Best Practices, and the Strategic Plan for Technology along with two new drivers, the Enterprise Business Plan (Council on Virginia's Future) and the VITA Transformation Targets. Other key changes implemented this year included:

- Integration with the new DPB Agency Strategic Planning Process
- A revised Preliminary Business Case
- Revised Project Selection and Ranking criteria, and
- A better integrated process for Secretariat & CIO Prioritization

In coordination with the Department of Planning and Budget, the Agency Strategic Planning Process for the 2006-2008 Budget Biennium was used to collect the information necessary to construct the report. The integration of agency IT strategic planning information with the submission of agency strategic plans was aimed at insuring that IT planned investments accurately reflect agency business objectives and service area plans for the upcoming biennium. Staff from the VITA Project Management Division (PMD) assisted the CIO and ITIB with information collection, analysis, and report compilation. Criteria were developed from project evaluation criteria specified in the *Code of Virginia* and based on direction from the ITIB. Project selection and ranking criteria are listed in Appendix G.

In order to insure that the ITIB understood the business owner perspective, the SPARC invited and received presentations from each Secretariat. At the briefings, the Secretaries presented an overview of the Secretariat, critical business issues facing Secretariat agencies, and a review of key technology projects. The Secretariat project priorities were subsequently validated with the Deputy Secretaries prior to drafting of the report to serve as input into the ITIB project prioritization process. The results of each Secretariat's prioritization process are presented in Appendix D, *Major Technology Investment Projects by Rank within Secretariat*.

As directed by the ITIB, the following project priority ranking process was used to develop the 2005 Recommended Technology Investment Projects (RTIP) report:

- Criteria to evaluate score, and rank major technology projects were established and approved by the ITIB. As specified by the *Code of Virginia*, the criteria included: strategic alignment, technical feasibility, benefits to the Commonwealth, risk, funding requirements, and past performance by the agency.

- The VITA Project Management Division, using the approved evaluation criteria, evaluated individual projects.

- Once evaluated, projects were given a weighted score, and a 1 through *n* ranking was developed based upon the project weighted scores of all Commonwealth projects (except Active Projects, which were not ranked).

- Ranking reports, along with agency assigned priorities, were reviewed with the Deputy Secretaries to establish Secretariat priorities.

- A draft RTIP report was submitted to the CIO and the ITIB for review.

- The ITIB convened on August 10, 2005, to evaluate the current Commonwealth Major IT Project Portfolio and to select the top priority investment projects for recommendation.

Analysts from VITA's Policy, Practice and Architecture Division also reviewed project proposal information to identify collaboration opportunities, based on the Commonwealth Enterprise Business Architecture. Additional information on enterprise/collaboration opportunities is available in the Priorities Technology Investment Projects section Enterprise/Collaboration Projects and in Appendix E – Enterprise/Collaboration Project Description Report.

2.4   Commonwealth Major IT Project Portfolio Profile

2.4.1   Description and Content

The Commonwealth Major IT Project Portfolio is a collection of all active and proposed technology investment projects in the Commonwealth. Through the process of portfolio analysis, the ITIB studied the portfolio from different perspectives to gain an understanding of the current state of Commonwealth technology investments. This analysis also guided the ITIB's efforts to select the right mix of technology investments to advance the Commonwealth transformation targets set for VITA.

For purposes of analysis and reporting, projects in the portfolio are divided into two classes:

- Enterprise/Collaboration Projects - are projects which benefit multiple agencies or localities within the Commonwealth of Virginia. Enterprise projects map to one or more lines of business or business functions that are considered prime opportunities for potential enterprise IT solutions. Collaboration projects are potential opportunities to benefit more than one agency or where pooling of resources may be more cost effective. Agencies are required to evaluate any identified collaboration opportunity as an alternative strategy during the development of the final project proposal. Agencies must address collaboration opportunities when seeking development approval from the ITIB.

- Agency Specific projects – are projects that will benefit a single agency and support a specific or unique need or business function.

Projects in the portfolio are in various stages of the project life-cycle. As projects advance through the project life-cycle, specific approvals are required. These approval "gates" are identified as project approval categories. The RTIP Report presents projects in the following project approval categories:

- Identified for Preliminary Planning - projects which address an agency business need but which require further review by the CIO and ITIB before authorizing the expenditure of additional planning funds.

- Approved for Planning – projects approved by the CIO to proceed with project planning. CIO planning approval constitutes approval to undertake only the planning necessary to complete a detailed project proposal and project charter. These documents are reviewed by the appropriate Secretariat Oversight Committee and the CIO, and must be formally approved for development by the Commonwealth IT Investment Board prior to beginning detailed project planning and execution.

- Projects in Development (Active Projects) - projects that will continue in the 2006-2008 Budget Biennium and are currently active on the Commonwealth Information Technology Major Projects Dashboard or previously approved for development by the ITIB. Continuation of active projects is subject to the periodic review and recommendation of the CIO, and review and approval by the ITIB. Active projects are not included in the ranking process, as funds have already been allocated. Funding sources for projects approved by the ITIB have been confirmed. For all other projects, those active prior to the establishment of the ITIB, funding sources have been identified by the agency. For Active Projects, it is recommended that funding be maintained through the budgeting process.

- Suspended – technology projects, which have been suspended by the agency or at the direction of the CIO or the ITIB.

- Instructional/Research Projects – research projects, research initiatives, or instructional programs at public institutions of higher education. The *Code of Virginia* does not require that instructional or research projects be included in the ranking process; however, at the request of the Secretary of Education, the projects are listed to provide a complete view of the Secretariat project portfolio.

The total number of projects contained in the Commonwealth Major IT Project Portfolio has decreased significantly in the last year, from 115 in 2004 to 78 projects this year, attributable to the following factors:

- the successful completion of thirteen active projects during the last fiscal year,
- projects that were either cancelled or reclassified over the last year, and
- fewer infrastructure projects as a result of the VITA consolidation.

2.4.2 Enterprise View of the Commonwealth Major IT Project Portfolio

Information pertaining to all the projects contained in the Commonwealth Major IT Project Portfolio, from all executive branch agencies in the Commonwealth, constitutes what is referred to as the enterprise view of the portfolio. Analyzing the enterprise view of the project portfolio from various perspectives allows the ITIB to select the right mix of investments to advance stated transformation goals. Efforts to achieve business transformation must of course take place simultaneously with running the business and incrementally changing the business to meet growing needs or demands of citizens.

To understand the current mix of investments in the Commonwealth Major IT Project Portfolio, proposed projects were evaluated to identify whether the investments will support running, growing, or transforming the business. Determination of each project's classifications was based on the following:

- Projects required to continue the current services or business operations are classified as "Run the Business" (RTB) projects.

- Projects required to meet growing demands, increased customer volumes, increased workloads, or enhancements within current business operations or processes are classified as "Grow the Business" (GTB) projects.

- Projects supporting agency or Commonwealth reengineering of business processes are classified as "Transform the Business" (TTB) projects.

Investments made in running or growing the business must be maintained to meet business needs, required service levels, and growth requirements. Running and growing the business as efficiently and cost effectively as possible can result in cost savings that can be redirected to support business transformation efforts. Over time, investment targets for each classification can be set and measured

to determine how well the mix of investments are supporting business transformation goals.   The following two tables, present the mix of projects and investments classified as RTB, GTB, or TIB, and also identify the distribution of projects across the project lifecycle (project approval categories).

Commonwealth Major IT Project Portfolio Portfolio Mix Total Number of Projects and Investment Cost by Classification			
Classification	**Number of Projects**	**Total Cost (Estimate at Com-pletion)**	**Percentage of Total Portfolio Investment Cost**
Transform the Business	22	$479,565,458	41.8%
Grow the Business	37	$612,153,522	53.3%
Run the Business	19	$55,888,759	4.9%
Commonwealth Totals	**78**	**$1,147,607,739**	**100.0%**

Table 2 Portfolio Mix by Classification

Commonwealth Major IT Project Portfolio Total Investment Cost by Project Approval Category		
Project Approval Category	**Number of Projects**	**Total Cost (Estimate at Completion)**
Active Projects	24	$707,663,470
Active (Suspended)	0	$0
Approved for Planning	31	$326,515,166
Identified for Preliminary Planning	18	$105,259,368
Instructional/Research Projects	5	$8,169,735
Commonwealth Totals	**78**	**$1,147,607,739**

Table 3 Total Investment Cost by Approval Category

Approximately 62% of the total technology investments in the Commonwealth are already committed to Active Projects. Only 38% of the total investment costs in the portfolio are represented by the 48 projects currently in the planning stage. The estimated investment costs for instructional and research projects are believed to be under reported and thus understated.

Commonwealth Major IT Project Portfolio
Percentage of Total Investment Cost by Project Approval Category
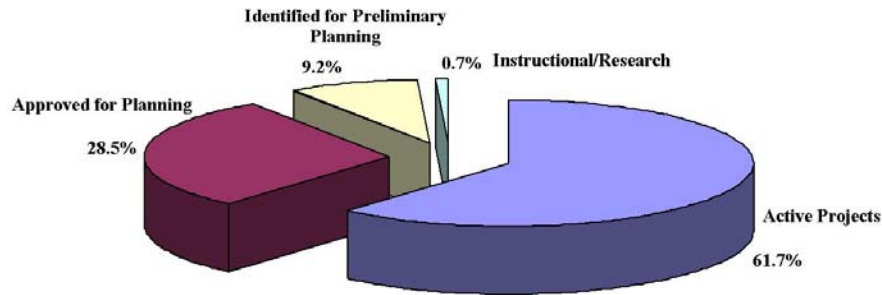
Note: There are no Active (Suspended) Projects

Chart 1: Commonwealth Major IT Project Portfolio
Percentage of Total Investment Cost by Project Approval Category

The 5 largest technology investments represent 68.9% of the total portfolio costs versus 73% of total investments last year.   For the third year in a row, the Virginia State Police Statewide Agencies Radio System (STARS) project is the largest technology investment in the Commonwealth. The project to implement an integrated radio system across all public safety and emergency response agencies and localities is well underway but not slated for completion until 2011.

This year, the Department of Taxation's (TAX) Public-Private Partnership Project moved into second place after last year's number two largest investment, the Department of Education Web-based Standards of Learning (SOL) Technology Initiative, was completed. The nationally recognized and highly successful TAX Project has total expenditures to date of over $217M and is expected to be completed this year.

Commonwealth Major IT Project Portfolio
Largest Five Investments

	Project ID	Agency	Project Title	Project Cost (Estimate At Completion)	Actual Project Costs	Status
1	1000756	VSP	Statewide Agencies Radio System	$350,000,000	$50,925,756	Active
2	1000204	TAX	Public Private Partnership Project	$232,600,000	$217,257,795	Active
3	1000225	DSS	PPEA--Integrated Social Services Delivery System	$128,000,000	N/A	Approved for Planning
4	1001678	VEC	Unemployment Insurance	$45,000,000	N/A	Approved for Planning
5	1001014	VITA	State-of-the-Art Data Center(s) with Disaster Backup	$34,700,000	N/A	Identified for Preliminary Planning
	Total Cost of Five (5) Largest Investments			$790,300,000		
	Total Cost of Remaining 73 Investments			$357,307,739		
	Total Percentage of Five (5) Largest Investments			68.9%		
	Total Percentage of Remaining 73 Investments			31.1%		

Table 4: Largest Five Investments

Three new projects have appeared in this year's top 5 investments, the Department of Social Services (DSS) Integrated Social Services Delivery System, The Virginia Employment Commission (VEC) Unemployment Insurance Project, and the VITA State-of the Art Data Center with Disaster Backup. All three projects are in the early planning phase. The DSS and VEC projects are expected to be federally funded. The VITA Data Center project is being considered as part of current PPEA proposals.

2.4.3 Secretariat View of the Commonwealth Major IT Project Portfolio

The ITIB has placed great emphasis on enterprise and collaboration opportunities resulting in an increased number of proposed enterprise or collaboration projects. The Board is encouraged by efforts in all Secretariats to maximize the return on technology investments by encouraging collaboration between agencies within their Secretariat. The ITIB would like to specifically recognize the Secretariats of Natural Resources, Administration, and Commerce and Trade, where all of the proposed projects submitted are collaboration projects. The Secretariats of Transportation and Public Safety are also recognized for significant collaboration efforts.

Commonwealth Major IT Project Portfolio
Collaboration Opportunities by Secretariat

Secretariat	Number of Projects Within the Secretariat			Number of Collaboration Opportunity Projects Within the Secretariat	Percentage of Collaboration Opportunities
	Active	Proposed	Instructional/ Research		
Administration	2	5	0	7	100.0%
Commerce & Trade	2	3	0	5	100.0%
Education	6	8	5	9	47.4%
Finance	2	0	0	1	50.0%
Health & Human Resources	3	5	0	5	62.5%
Natural Resources	1	2	0	3	100.0%
Public Safety	5	11	0	13	81.3%
Technology	1	9	0	5	50.0%
Transportation	2	6	0	7	87.5%
Commonwealth Totals	24	49	5	55	70.5%

Table 5 Collaboration Opportunities by Secretariat

Chart 2, below illustrates that the largest percentage of the investment dollars continue to be spent by the Public Safety Secretariat, primarily due to the Statewide Agency Radio System (STARS) project. Reported investment costs for the Education Secretariat decreased from 29% last year to only 7.8% this year. This significant drop is attributed to completion of the $303 Million Department of Education SOL project in the last fiscal year and the fact that the investment costs for the Education Secretariat are significantly understated. Ten higher education institutions have delegated authority to manage projects up to $1M and do not report these non-majors IT projects, and thus their costs are not included in the Secretariat of Education totals.

Commonwealth Major IT Project Portfolio
Percentage of Total Investment Cost by Secretariat
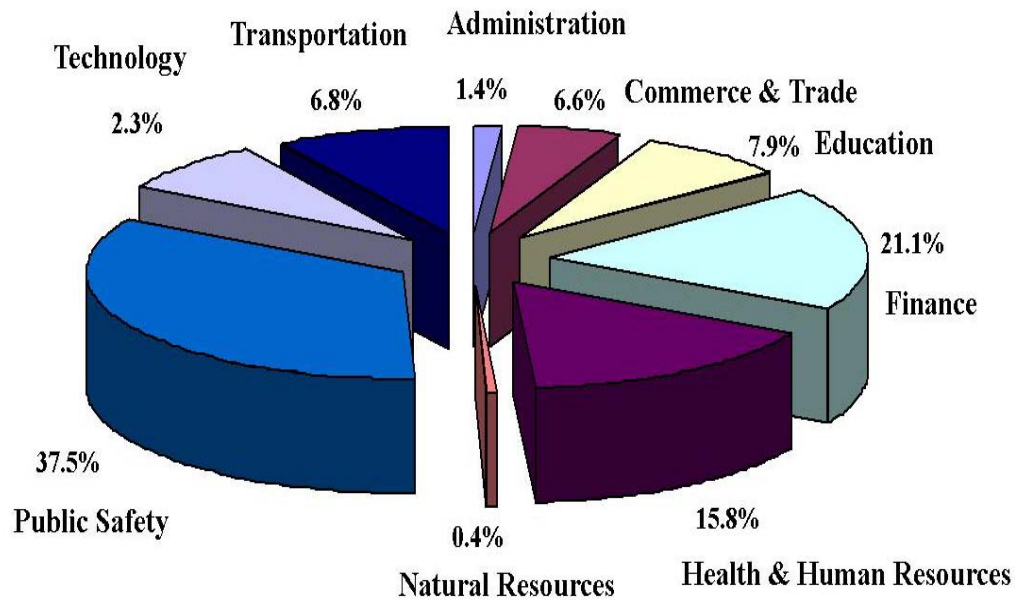
Chart 2: Commonwealth Major IT Project Portfolio
Percentage of Total Investment Cost by Secretariat

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Table G. below, Total Investment Cost by Project Approval Category Within Secretariat, provides the distribution of projects within each Secretariat across the project life cycle.

Commonwealth Major IT Project Portfolio Total Cost by Approval Category	Number of Projects	Total Cost (Estimate at Completion)
Secretary of Administration		
Active Projects	2	$13,031,560
Approved for Planning	4	$3,300,000
Identified for Preliminary Planning	1	$600,000
Secretariat Total	**7**	**$16,931,560**
Secretary of Commerce & Trade		
Active Projects	2	$13,061,000
Approved for Planning	2	$48,000,000
Identified for Preliminary Planning	1	$4,500,000
Secretariat Total	**5**	**$65,561,000**
Secretary of Education		
Active Projects	6	$50,788,486
Approved for Planning	5	$27,048,247
Identified for Preliminary Planning	3	$4,033,368
Instructional/Research Projects	5	$8,169,735
Secretariat Total	**19**	**$90,039,836**
Secretary of Finance		
Active Projects	2	$232,685,000
Approved for Planning	0	$0
Identified for Preliminary Planning	0	$0
Secretariat Total	**2**	**$232,685,000**
Secretary of Health & Human Resources		
Active Projects	3	$19,274,480
Approved for Planning	2	$137,500,000
Identified for Preliminary Planning	3	$18,400,000
Secretariat Total	**8**	**$175,174,480**
Secretary of Natural Resources		
Active Projects	1	$250,000
Approved for Planning	2	$3,340,000
Identified for Preliminary Planning	0	$0
Secretariat Total	**3**	**$3,590,000**
Secretary of Public Safety		
Active Projects	5	$368,454,468
Approved for Planning	7	$33,450,000
Identified for Preliminary Planning	4	$6,650,000
Secretariat Total	**16**	**$408,554,468**
Secretary of Technology		
Active Projects	1	$1,509,986
Approved for Planning	5	$20,931,919
Identified for Preliminary Planning	4	$54,450,000
Secretariat Total	**10**	**$76,891,905**
Secretary of Transportation		
Active Projects	2	$8,608,490
Approved for Planning	4	$52,945,000
Identified for Preliminary Planning	2	$16,626,000
Secretariat Total	**8**	**$78,179,490**
Commonwealth Totals	**78**	**$1,147,607,739**

Table 6: Commonwealth Major IT Project Portfolio - Total Cost by Category Within Secretariat

2.5 Priorities for Funding Technology Investment Projects

2.5.1 Project Selection Criteria

Criteria to evaluate score, and rank major technology investment projects were established and approved by the ITIB. As specified by the *Code of Virginia*, the criteria included:

- strategic alignment,

- technical feasibility,

- benefits to the Commonwealth,

- project risk,

- funding requirements, and

- past performance by the agency.

The ITIB weighted strategic alignment and benefits to the Commonwealth more heavily than other criteria. The approved "2005 Project Selection and Ranking Criteria for Major IT Projects" are included in Appendix D.

Agencies were required to submit a preliminary business case for each proposed project. The project business case was then evaluated and scored by the VITA Project Management Division (PMD) based on the ITIB approved criteria. Projects that scored 70 or above on their preliminary business cases were included in the Priority Technology Investment Projects (PTIP) Report and approved for planning by the CIO. Projects remaining in the "Approved for Planning" category from the 2004 RTIP Report were also considered for priority funding.

Projects selected as Priority Technology Investment Projects (PTIP) were then ranked by the CIO and sorted into the following two classes:

- Enterprise/Collaboration Projects

- Agency Specific Projects

The CIO ranking takes into consideration several factors, giving priority to mandatory projects, projects that are follow-ups to previously approved projects, and projects that support the Council on Virginia's Future Long Term Objectives. The final ITIB approved ranking was determined at the August 10 Board meeting.

2.5.2 Priority Technology Investment Projects (PTIP) Summary

Of the seventy-eight total projects, thirty-eight projects in the Commonwealth Major IT Projects Portfolio qualified for the PTIP. The remaining thirty two PTIP projects are in the planning phase and are recommended for funding or maintained funding as presented in Table 7 in ITIB rank order.

Project Category	Number of Projects	Total General Funds Required for the Budget Biennium	Total Non- General Funds Required for the Budget Biennium
Approved for Planning	32	$36,173,400	$112,333,690
Actives	6	$129,679,861	$16,485,790
Total	38	$165,853,261	$128,819,480

Six active projects with a project end date in or beyond the next budget biennium were included in the PTIP and recommended for maintained funding. All projects in the PTIP are presented in two categories: "enterprise/collaboration" and "agency specific".

RTIP 2005 Report

Projects in Planning - Recommended for Funding or Maintained Funding of Detailed Business Case

Project ID	ITIB Priority	Secretariat	Agency	Project Formal Title	Total Project Cost (estimate at completion)	Planned Start Date	Planned Completion Date	Total General Funds Required for the Budget Biennium	Total Non-General Funds Required for the Budget Biennium	Category
1000225	1	Secretary of Health & Human Resources	DSS	PPEA--Integrated Social Services Delivery System	$128,000,000	1/2/2004	12/31/2011	$2,983,400	$4,016,600	Enterprise/ Collaboration
1001503	2	Secretary of Public Safety	VSP	Virginia Records Management System	$4,500,000	6/15/2005	6/30/2008	$2,125,000	$0	Enterprise/ Collaboration
1001580	3	Secretary of Public Safety	VDEM	Statewide Alert Network (SWAN)	$500,000	9/1/2005	12/31/2006	$100,000	$0	Enterprise/ Collaboration
1001678	4	Secretary of Commerce and Trade	VEC	Unemployment Insurance	$45,000,000	1/3/2007	12/31/2011	$0	$45,000,000	Enterprise/ Collaboration
1001519	5	Secretary of Administration	DGS	Vanderweil Facility Advisors Facility Inventory and Condition Assessment (VFA-FICAS) Statewide Support	$1,000,000	7/1/2006	6/30/2008	$500,000	$500,000	Enterprise/ Collaboration
1000133	6	Secretary of Public Safety	VSP	Central Criminal Repository Improvement	$12,600,000	7/1/2005	10/1/2008	$8,000,000	$0	Enterprise/ Collaboration
1000129	7	Secretary of Public Safety	VSP	Statewide Mug-shot and Other Images Repository	$950,000	12/1/2004	7/1/2007	$825,000	$0	Enterprise/ Collaboration
1001309*	8	Secretary of Public Safety	DOC	Phase 2 and Phase 3 of Commonwealth Offender Record Information System (VirginiaCORIS) Program	$12,900,000	1/1/2006	6/30/2008	$12,900,000	$0	Enterprise/ Collaboration
1001473*	9	Secretary of Transportation	VDOT	Equipment Management System (EMS) Upgrade	$4,000,000	7/1/2005	6/30/2007	$0	$2,000,000	Agency-Maintain Funding
1001306	10	Secretary of Transportation	VDOT	Financial Management System (FMS) II Phase II Execution	$12,000,000	1/1/2006	6/30/2007	$0	$12,000,000	Enterprise/ Collaboration-Maintain Funding
1000395	11	Secretary of Technology	VITA	Commonwealth Technology Portfolio Version 2, Phase 2	$2,831,919	10/1/2005	11/30/2006	$0	$300,790	Agency
1000119	12	Secretary of Administration	DGS	Seat of Government Voice Over Internet Protocol (VoIP)	$800,000	7/1/2006	6/30/2008	$0	$800,000	Enterprise/ Collaboration
1001583	13	Secretary of Public Safety	VDEM	Geographic Information System (GIS)	$100,000	7/1/2006	6/30/2008	$100,000	$0	Enterprise/ Collaboration
1001575	14	Secretary of Public Safety	DCJS	Virginia Integrated Justice Program Phase II	$1,900,000	10/1/2004	10/1/2006	$0	$1,900,000	Enterprise/ Collaboration
1000772	15	Secretary of Commerce and Trade	VEC	Web-based Financial Management Accounting System	$3,000,000	7/1/2006	6/30/2008	$0	$3,000,000	Enterprise/ Collaboration
1000255	16	Secretary of Transportation	DMV	Integrated Systems Redesign	$32,600,000	7/1/2005	6/30/2008	$0	$21,800,000	Enterprise/ Collaboration

Table 7: Projects in Planning – Recommended for Funding or Maintained Funding of Detailed Business Case

RTIP 2005 Report										
Projects in Planning - Recommended for Funding or Maintained Funding of Detailed Business Case (continued)										
Project ID	ITIB Priority	Secretariat	Agency	Project Formal Title	Total Project Cost (estimate at completion)	Planned Start Date	Planned Completion Date	Total General Funds Required for the Budget Biennium	Total Non-General Funds Required for the Budget Biennium	Category
1001073	17	Secretary of Administration	DGS	Real Estate Portfolio Management	$1,000,000	7/1/2007	3/1/2008	$0	$1,000,000	Enterprise/ Collaboration
1001462	18	Secretary of Transportation	DMV	Traffic Records Electronic Data System (TREDS)	$4,345,000	6/1/2005	1/31/2009	$0	$2,697,300	Enterprise/ Collaboration
1001096	19	Secretary of Education	VCCS	Administrative Information System (AIS)	$3,000,000	7/1/2006	6/30/2007	$3,000,000	$0	Enterprise/ Collaboration
1001506	20	Secretary of Natural Resources	DEQ	Document Management Implementation	$1,140,000	10/1/2005	10/1/2007	$1,140,000	$0	Enterprise/ Collaboration
1000188	21	Secretary of Natural Resources	VMNH	Adventure Classroom	$2,200,000	1/1/2006	9/30/2006	$2,200,000	$0	Enterprise/ Collaboration
1000224	22	Secretary of Health & Human Resources	DSS	Child Care System	$9,500,000	6/1/2002	12/31/2011	$0	$9,500,000	Enterprise/ Collaboration
1001677	23	Secretary of Technology	VITA	Integrated Business Processes/ Chargeback System	$4,000,000	7/1/2006	12/31/2008	$0	$4,000,000	Agency
1000103*	24	Secretary of Education	RU	Voice Over Internet Protocol (VoIP) Telephone System Project	$1,131,047	6/1/2003	6/30/2009	$0	$0	Agency
1000101*	25	Secretary of Education	VSU	Network Infrastructure Upgrade	$1,774,200	9/15/2003	5/31/2008	$1,774,200	$0	Agency
1001016*	26	Secretary of Technology	VITA	Enterprise Desktop Management	$3,000,000	3/1/2005	6/30/2010	$0	$2,000,000	Enterprise/ Collaboration
1000761*	27	Secretary of Administration	SBE	Campaign Finance Management System	$500,000	7/1/2006	6/30/2007	$500,000	$0	Enterprise/ Collaboration
1001128*	28	Secretary of Technology	VITA	Comprehensive Statewide Network Services (PPEA)	$5,400,000	3/1/2005	6/30/2008	$1,800,000	$1,800,000	Enterprise/ Collaboration
1000744*	29	Secretary of Education	JYF	JYF Ticketing Improvements	$443,000	12/1/2004	2/28/2007	$0	$90,000	Agency
1001017*	30	Secretary of Technology	VITA	Enterprise Messaging/E-mail System	$5,700,000	3/1/2001	6/30/2008	$0	$3,800,000	Enterprise/ Collaboration
1001187*	31	Secretary of Education	UVA	Student Systems Project	$20,700,000	9/1/2004	9/1/2009	$0	$9,600,000	Agency
1001468	32	Secretary of Transportation	VDOT	Electronic Toll Customer Service and and Violation Enforcement System	$13,826,000	4/18/2005	10/31/2006	$0	$2,219,000	Agency
				Project Totals	$340,341,166			$37,947,600	$128,023,690	
		* Approved for planning in the RTIP 2004 Report								

Table 7: Projects in Planning – Recommended for Funding or Maintained Funding of Detailed Business Case

Projects included in the PTIP summary are reported in two sections:

- Recommended for Funding - Projects recommended for funding are projects in the CIO approved for planning category for which funding has not been identified. There are thirty projects that are recommended for new funding. These projects are presented in Table 8, "enterprise/collaboration" and Table 9, "agency specific".

- Recommended for Maintained Funding - Projects that have identified funding, in either the active or approved for planning categories, are recommended for maintained funding. There are a total of eight projects: six active - Tables 10 ("enterprise/collaboration") and 11 ("agency specific"), and 2 in planning developing a detailed business case - Table 11 ("enterprise/collaboration"). There are no agency specific projects in the planning, recommended for maintained funding category.

Thirty of the thirty-eight projects were identified as either enterprise or collaboration opportunities signifying a definite shift to enterprise thinking among agencies.

The project costs contained in this document are preliminary estimates provided by the proponent agency and are subject to varying degrees of uncertainty. The Project Cost (Estimate at Completion) is defined as the expected total cost of the project when the defined scope of work has been completed. Consequently, the costs shown in the column "Project Cost (Estimate At Completion)" should not be misconstrued as the funding requirements for the 2006 - 2008 Biennium. Actual project cost figures listed in Table 3 have been provided by the agencies. Projects are funded from multiple sources (e.g., General Funds, Non-general Funds State, Non-general Funds Other, Federal, a mix of General and Non-general Funds) and may span multiple budget biennia.

2.5.3 Projects Recommended for Funding of Detailed Business Case

Projects approved for planning are recommended for funding to conduct a detailed business case. Projects ready to move forward with project execution could be recommended for funding for development; however, there are no projects in this category this year.

Enterprise/Collaboration Projects Recommended for Funding

Enterprise projects are solutions that can be implemented across all state agencies. Collaboration projects benefit multiple agencies within the Commonwealth of Virginia or localities. Twenty-three of the thirty-one projects submitted for approval for planning were identified as either enterprise or collaboration projects during project evaluation. This represents a significant increase over last year and signifies a definite shift to collaborative thinking among state agencies. Outcomes from these projects include improvements in services to citizens, localities, and state agencies.

Projects in the enterprise/collaboration category are prioritized for funding above agency specific projects. Since these projects potentially benefit more than one agency and share resource demands, they are generally more cost effective and should provide a better return on investment over projects benefiting single agencies.

Table 8, Projects in Planning – Recommended for Funding of Detailed Business Case (Enterprise/Collaboration), is a list of all the enterprise or collaboration projects recommended for priority in funding.

RTIP 2005 Report									
Projects in Planning - Recommended for Funding of Detailed Business Case									
(Enterprise/Collaboration)									
Project ID	ITIB Priority	Secretariat	Agency	Project Formal Title	Total Project Cost (estimate at completion)	Planned Start Date	Planned Completion Date	Total General Funds Required for the Budget Biennium	Total Non-General Funds Required for the Budget Biennium
1000225	1	Secretary of Health & Human Resources	DSS	PPEA--Integrated Social Services Delivery System	$128,000,000	1/2/2004	12/31/2011	$2,983,400	$4,016,600
1001503	2	Secretary of Public Safety	VSP	Virginia Records Management System	$4,500,000	6/15/2005	6/30/2008	$2,125,000	$0
1001580	3	Secretary of Public Safety	VDEM	Statewide Alert Network (SWAN)	$500,000	9/1/2005	12/31/2006	$100,000	$0
1001678	4	Secretary of Commerce and Trade	VEC	Unemployment Insurance	$45,000,000	1/3/2007	12/31/2011	$0	$45,000,000
1001519	5	Secretary of Administration	DGS	Vanderweil Facility Advisors Facility Inventory and Condition Assessment (VFA-FICAS) Statewide Support	$1,000,000	7/1/2006	6/30/2008	$500,000	$500,000
1000133	6	Secretary of Public Safety	VSP	Central Criminal Repository Improvement	$12,600,000	7/1/2005	10/1/2008	$8,000,000	$0
1000129	7	Secretary of Public Safety	VSP	Statewide Mug-shot and Other Images Repository	$950,000	12/1/2004	7/1/2007	$825,000	$0
1001309*	8	Secretary of Public Safety	DOC	Phase 2 and Phase 3 of Commonwealth Offender Record Information System (VirginiaCORIS) Program	$12,900,000	1/1/2006	6/30/2008	$12,900,000	$0
1000119	12	Secretary of Administration	DGS	Seat of Government Voice Over Internet Protocol (VoIP)	$800,000	7/1/2006	6/30/2008	$0	$800,000
1001583	13	Secretary of Public Safety	VDEM	Geographic Information System (GIS)	$100,000	7/1/2006	6/30/2008	$100,000	$0
1001575	14	Secretary of Public Safety	DCJS	Virginia Integrated Justice Program Phase II	$1,900,000	10/1/2004	10/1/2006	$0	$1,900,000
1000772	15	Secretary of Commerce and Trade	VEC	Web-based Financial Management Accounting System	$3,000,000	7/1/2006	6/30/2008	$0	$3,000,000
1000255	16	Secretary of Transportation	DMV	Integrated Systems Redesign	$32,600,000	7/1/2005	6/30/2008	$0	$21,800,000
1001073	17	Secretary of Administration	DGS	Real Estate Portfolio Management	$1,000,000	7/1/2007	3/1/2008	$0	$1,000,000
1001462	18	Secretary of Transportation	DMV	Traffic Records Electronic Data System (TREDS)	$4,345,000	6/1/2005	1/31/2009	$0	$2,697,300
1001096	19	Secretary of Education	VCCS	Administrative Information System (AIS)	$3,000,000	7/1/2006	6/30/2007	$3,000,000	$0
1001506	20	Secretary of Natural Resources	DEQ	Document Management Implementation	$1,140,000	10/1/2005	10/1/2007	$1,140,000	$0
1000188	21	Secretary of Natural Resources	VMNH	Adventure Classroom	$2,200,000	1/1/2006	9/30/2006	$2,200,000	$0
1000224	22	Secretary of Health & Human Resources	DSS	Child Care System	$9,500,000	6/1/2002	12/31/2011	$0	$9,500,000
1001016*	26	Secretary of Technology	VITA	Enterprise Desktop Management	$3,000,000	3/1/2005	6/30/2010	$0	$2,000,000
1000761*	27	Secretary of Administration	SBE	Campaign Finance Management System	$500,000	7/1/2006	6/30/2007	$500,000	$0
1001128*	28	Secretary of Technology	VITA	Comprehensive Statewide Network Services (PPEA)	$5,400,000	3/1/2005	6/30/2008	$1,800,000	$1,800,000
1001017*	30	Secretary of Technology	VITA	Enterprise Messaging/E-mail System	$5,700,000	3/1/2001	6/30/2008	$0	$3,800,000
				Project Totals	**$279,635,000**			**$36,173,400**	**$97,813,900**

...ed for planning in the RTIP 2004 Report

Table 8: Projects in Planning – Recommended for Funding of Detailed Business Case (Enterprise/Collaboration)

Projects were evaluated to determine where opportunities for potential sharing or development of common processes, procedures, and/or applications solutions exist. Projects were also evaluated to determine if the projects supported common business functions performed by a large number of state agencies for which enterprise IT solutions or a PPEA solution may be available, including:

- Regulatory Compliance and Enforcement
- Financial Vehicles
- Internal Risk Management and Mitigation
- Public Affairs
- Revenue Collection
- Administrative Management
- Financial Management
- Human Resource Management
- Supply Chain Management.

Appendix E, 'Enterprise/Collaboration Project Description Report', presents an analysis of the major IT projects in the Approved for Planning and Identified for Preliminary Planning based on the listed enterprise/collaboration areas.

Agency Specific Projects Recommended for Funding

Six agency specific projects are selected as priority technology investment projects. Agency specific projects benefit a single agency and support a specific or unique line of business or business function. The ITIB is encouraging an enterprise approach to technology in the Commonwealth and has therefore prioritized any agency specific projects recommended for funding after enterprise/collaboration opportunities in the PTIP. Agency Strategic Plan submissions indicate that agencies are implementing the Board's guidance by seeking out enterprise and collaborative opportunities over agency specific projects.

					RTIP 2005 Report					
				Projects in Planning - Recommended for Funding of Detailed Business Case (Agency Specific)						
Project ID	ITIB Priority	Secretariat	Agency	Project Formal Title	Total Project Cost (estimate at completion)	Planned Start Date	Planned Completion Date	FY08 Non-General Fund Type Funding Required	Total General Funds Required for the Budget Biennium	Total Non-General Funds Required for the Budget Biennium
1001473*	9	Secretary of Transportation	VDOT	Equipment Management System (EMS) Upgrade	$4,000,000	7/1/2005	6/30/2007	NGF	$0	$2,000,000
1001677	23	Secretary of Technology	VITA	Integrated Business Processes/Chargeback System	$4,000,000	7/1/2006	12/31/2008	NGF-S	$0	$4,000,000
1000103*	24	Secretary of Education	RU	Voice Over Internet Protocol (VoIP) Telephone System Project	$1,131,047	6/1/2003	6/30/2009	GF	$0	$0
1000101*	25	Secretary of Education	VSU	Network Infrastructure Upgrade	$1,774,200	9/15/2003	5/31/2008	GF	$1,774,200	$0
1000744*	29	Secretary of Education	JYF	JYF Ticketing Improvements	$443,000	12/1/2004	2/28/2007	N/A	$0	$90,000
1001187*	31	Secretary of Education	UVA	Student Systems Project	$20,700,000	9/1/2004	9/1/2009	NGF	$0	$9,600,000
1001468	32	Secretary of Transportation	VDOT	Electronic Toll Customer Service and and Violation Enforcement System	$13,826,000	4/18/2005	10/31/2006	NGF-O	$0	$2,219,000
				Project Totals	$45,874,247				$1,774,200	$17,909,000
				* Approved for planning in the RTIP 2004 Report						

Table 9: Projects in Planning – Recommended for Funding of Detailed Business Case (Agency Specific)

2.5.4 Projects Recommended for Maintained Funding

The ITIB recommends that funding be maintained for these projects in Tables 10, 11, and 12 in the upcoming budget biennium through completion of the project. Projects in planning with previously identified funding for the completion of detailed business cases are also recommended for maintained funding. Active Projects are projects that will continue in the 2006-2008 Budget Biennium and are currently active on the Commonwealth Information Technology Major Projects Dashboard or previously approved for development by the ITIB. Continuation of active projects is subject to the periodic review and recommendation of the CIO and review and approval by the ITIB. Active projects are not included in the ranking process, as funds have already been allocated and funding sources for projects approved by the ITIB have been confirmed. Active projects are categorized as either "enterprise/collaboration" or "agency specific".

Enterprise/Collaboration Projects

Five active projects with a total project cost (estimate at completion) of $385,345,848 are recommended for maintained funding for the upcoming budget biennium and are listed in Table 10.

RTIP 2005 Report									
Active Projects in Development - Recommended for Maintained Funding (Enterprise/Collaboration)									
ProjectID	ITIB Priority	Secretariat	Agency	Project Formal Title	Total Project Cost (estimate at completion)	Planned Start Date	Planned Completion Date	Total General Funds Required for the Budget Biennium	Total Non-General Funds Required for the Budget Biennium
1000137		Education	LU	BANNER, Longwood's Implementation Strategy for Success (BLISS) Administrative Systems Replacement	$7,359,421	2/28/2005	3/30/2009	$1,969,556	$2,086,767
1000237		Education	VCU	Administrative Systems Replacement	$11,357,000	8/1/2004	10/1/2007	$3,250,000	$4,046,000
1000238		Education	VCU	Modernization of Communication Infrastructure - Advanced Communications for Enterprise Services (ACES)	$13,054,947	4/1/2005	1/1/2007	$0	$3,799,023
1000095		Health & Human Resources	DRS	Integrated Case Management (ICM) Project	$3,574,480	1/1/2002	6/30/2007	$0	$3,055,000
1000756		Public Safety	VSP	Statewide Agencies Radio System	$350,000,000	7/1/1999	10/1/2006	$124,460,305	$0
				Project Totals	**$385,345,848**			**$129,679,861**	**$12,986,790**

**Table 10: Active Projects in Development – Recommended for Maintained Funding
(Enterprise/Collaboration)**

Two projects with a total project cost (estimate at completion) of $14,831,919 are recommended for maintained funding for completion of a detailed business case and are listed in Table 11.

RTIP 2005 Report									
Projects in Planning - Recommended for Maintained Funding of Detailed Business Case (Enterprise/Collaboration)									
Project ID	ITIB Priority	Secretariat	Agency	Project Formal Title	Total Project Cost (estimate at completion)	Planned Start Date	Planned Completion Date	Total General Funds Required for the Budget Biennium	Total Non-General Funds Required for the Budget Biennium
1001306	10	Secretary of Transportation	VDOT	FMS II Phase II Execution	$12,000,000	1/1/2006	6/30/2007	$0	$12,000,000
1000395	11	Secretary of Technology	VITA	Commonwealth Technology Portfolio Version 2, Phase 2	$2,831,919	10/1/2005	11/30/2006	$0	$300,790
				Project Totals	**$14,831,919**			**$0**	**$12,300,790**

**Table 11: Projects in Planning– Recommended for Maintained Funding of Detailed Business Case
(Enterprise/Collaboration)**

Agency Specific Projects

One active project fell into the agency specific category and is recommended for maintained funding. This project is listed in Table 12.

				RTIP 2005 Report					
				Active Projects in Development - Recommended for Maintained Funding (Agency Specific)					
ProjectI D	**ITIB Priority**	**Secretariat**	**Agency**	**Project Formal Title**	**Total Project Cost (estimate at completion)**	**Planned Start Date**	**Planned Completion Date**	**Total General Funds Required for the Budget Biennium**	**Total Non-General Funds Required for the Budget Biennium**
1000209		Transportation	VDOT	Roadway Network Systems	$6,470,486	7/1/2004	12/31/2007	$0	$3,499,000
				Project Totals	**$6,470,486**			**$0**	**$3,499,000**

Table 12: Active Projects in Development – Recommended for Maintained Funding (Agency Specific)

There are no projects in the category "Projects in Planning – Recommended for Maintained Funding of Detailed Business Case (Agency Specific)".

2.5.5 Benefits to the Commonwealth of Virginia

All Priority Technology Investment Projects provide both short and long term benefits to the Commonwealth in the areas of enhanced services to citizens, improved efficiencies in government operations and cost savings. Eight projects in the PTIP group identified cost savings in their preliminary business case equaling a total of $56,306,014.

To assess the priority projects short term and long term impacts to the Commonwealth of Virginia, priority projects were divided into two groups:

- Short term impacts - projects scheduled for completion within the next budget biennium (before June 30, 2008).
- Long term impacts - projects scheduled for completion beyond the end of the next budget biennium.

Benefits for the Commonwealth will be realized when these projects are implemented either in the short term or long term. A discussion of the short and long-term benefits of the priority projects follows.

2.5.6 Project Short Term Benefits for the Commonwealth

Twenty-three projects will be completed in the next budget biennium and deliver benefits to the Commonwealth in the short term. These projects will deliver significant benefits to the citizens of the Commonwealth in terms of services, government efficiencies, and cost savings.

Services to the Citizens

Examples of enhanced services to citizens resulting from the major IT projects recommended in this report include:

- Increased or Improved Service Access for Citizens

  o Enhance citizen access to Department of Motor Vehicles services, providing alternative service options and methods, to include voter registration (motor voter) processing.

  o Improve agency response to Freedom of Information Act (FOIA) requests, and increase the ease with which a citizen can access documents at the Department of Environmental Quality (DEQ).

  o Allow students increased access to financial information at the Virginia Community College System (from any location).

  o Provide centralized government services to reduce citizen travel time and enable more services to be located on public transit routes.

  o Provide distance learning capabilities for the Virginia Museum of Natural History that afford all citizens with maximum opportunity to access distance learning resources "anytime, anywhere" without the need for outside assistance.

- Increase or Improve Public Safety & Emergency Services

  o Increase the Web portal capability at the Department of Environmental Quality to allow electronic submittal of permit requests.

  o Shorten the response time for emergency personnel, better protecting the citizens of the Commonwealth.

  o Provide information on the location of an emergency and/or disaster situation such as fires, hurricanes, and terrorist attacks, to allow emergency personnel to make prudent decisions regarding the safety of the citizens of the Commonwealth.

  o Provide information to the public on the services available during an emergency and/or disaster including the location of available services.

Government Efficiencies

Sixteen of the 23 projects that will be completed in the next budget biennium were identified as providing:

- Improve Efficiency – the project takes existing automated business processes and procedures and makes improvements that will generate cost savings by reducing the effort expended.

- Automate Processes – the project takes manual processes and automates the process resulting in improved workflow, reduced paper, and in some cases, a reduction of staff.

- Expand Collaboration – the project determines where opportunities for potential sharing or development of common processes, procedures, and/or applications solutions exist and implements these changes.

- Streamline Processes – the project takes existing business processes and simplifies them through workflow improvements with corresponding application changes.

- Other – an improvement not listed above.

Descriptions of 'Other' efficiency improvements include:

- Provision of one-time customer data entry to ensure data integrity.

- Implementation of an enterprise IT Portfolio tool to identify collaboration, consolidation and enterprise opportunities and improve project management and oversight.

- Implementation of a document management system to create a backup for all data contained on the agency's hardcopy documents to support business contingency planning, FOIA requests, and record retention schedules for emails.

- Quicker notification and response of essential personnel in emergency situations.

Type of Improvement	Number of Projects
Improve Efficiency	11
Automate processes	11
Expand collaboration	4
Streamline processes	14
Other	5

Cost Savings

Five agencies identified short term cost savings in their project's preliminary business case. Based on the information provided in the preliminary business cases submitted by agencies, a cost savings of $11,195,434 will be realized if the following projects are selected for funding:

Project Id	Secretariat	Agency	Project Name	Project Cost Savings
1001073	Administration	DGS	Real Estate Portfolio Management	$2,760,500
1001096	Education	VCCS	AIS Administrative Information System	$4,650,000
1001073	Administration	DGS	Real Estate Portfolio Management	$2,760,500
1000395	Technology	VITA	Commonwealth Technology Portfolio Version 2, Phase 2	$24,434
1001473	Transportation	VDOT	Equipment Management System (EMS) Upgrade	$1,000,000
			Total	$11,195,434

Many projects also provided estimates of cost avoidance associated with the successful completion of the project. Cost avoidance estimates are not provided in this report.

2.5.7 Project Long Term Benefits for the Commonwealth

Of the 32 proposed major IT projects, nine projects in the table below extend beyond the next budget biennium.

Project ID	Secretariat	Agency Name	Project Name	Total Project Cost
1001678	Commerce and Trade	Virginia Employment Commission (VEC)	Unemployment Insurance	$45,000,000
1000103	Education	Radford university	Voice Over Internet Protocol (VOIP) Telephone System Project	$1,131,047
1001187	Education	University of Virginia	Student Systems Project	$20,700,000
1000225	Health and Human Resources	Department of Social Services (DSS)	PPEA--Integrated Social Services Delivery System	$128,000,000
1000224	Health and Human Resources	Department of Social Services (DSS)	Child Care	$9,500,000
1000133	Public Safety	Virginia State Police (VSP)	Central Criminal Repository Improvement	$12,600,000
1000255	Transportation	Department of Motor Vehicles (DMV)	Integrated Systems Redesign - DMV	32,600,000
1001462	Transportation	Department of Motor Vehicles (DMV)	TREDS - DMV	$4,345,000
1001306	Transportation	Department of Transportation (VDOT)	FMS II Phase II Execution	$12,000,000

Services to the Citizens

Examples of long term enhanced services to citizens resulting from the major IT projects recommended in this report include:

- The DSS Integrated Social Services Delivery System Project will provide:

  - Web portals for securely sharing authorized data from the DSS with citizens, clients, providers and third parties.
  - Improved administration of citizen, business, and government inquiries.
  - A "Recruitment" engine to announce job postings, foster homes, and other services for the agency.
  - An Interactive Voice Response Option for community access.
  - An interactive video system with increased 24x7x365 automated availability to authorized information for the citizens of Virginia to increase access to benefits for which they and/or their dependents are eligible, and to quickly apply for benefits if necessary.

- The DSS Child Care Project will improve the health of children receiving benefits, by providing safe child care.

- The VEC Unemployment Insurance Project will provide more access to services by utilizing Internet technology and computer telephony integration with the Virginia Employment Commission's Integrated Voice Response system.

- The DMV Integrated Systems Redesign Project will improve the motor voter functionality.

- Improvements in Firearms Transaction Processing, Concealed Handgun Permits, and Consolidated Applicant Tracking will provide improvements in customer service since these applications directly effect state government service to individual citizens.

- The Voice Over Internet Protocol (VOIP) Telephone System Project and the Student Services Project will result in improvements to student services and campus infrastructure.

Government Efficiencies

Four of the nine projects that extend beyond the next budget biennium were identified as providing the following general government efficiencies:

- Improve Efficiency – the project takes existing automated business processes and procedures and makes improvements that will generate cost savings by reducing the effort expended.

- Automate Processes – the project takes manual processes and automates the process resulting in improved workflow, reduced paper, and in some cases, a reduction of staff.

- Expand Collaboration – the project determines where opportunities for potential sharing or development of common processes, procedures, and/or applications solutions exist and implements these changes.

- Streamline Processes – the project takes existing business processes and simplifies them through workflow improvements with corresponding application changes.

Descriptions of 'Other' efficiency improvements include:

- Provision of one-time customer data entry to ensure data integrity.

- Improvement of staff morale through enhanced organizational performance as demonstrated by outcomes reporting, more consistent decision making, standard application of policies and practices, timely case closures, and more direct service provision.

- Improvement of technical support for law enforcement personnel by integrating criminal repository systems.

Type of Improvement	Number of Projects
Improve Efficiency	3
Automate processes	4
Expand collaboration	4
Streamline processes	4
Other	2

Cost Savings

Three agencies identified short term cost savings in their project's preliminary business case. Based on the information provided in the preliminary business cases submitted by agencies, a cost savings of $45,791,150 will be realized if the following projects from this group are selected for funding.

Project ID	Secretariat	Agency	Project Name	Project Cost Savings
1001678	Commerce & Trade	VEC	Unemployment Insurance	$10,000,000
1000225	Health & Human Services	DSS	PPEA--Integrated Social Services Delivery System	$26,451,150
1001462	Transportation	DMV	TREDS	$9,340,000
			Total	$45,791,150

Many projects also provided estimates of cost avoidance associated with the successful completion of the project. Cost avoidance estimates are not provided in this report.

2.6   Future Considerations

In order to make the RTIP Report a valuable tool for making IT investment decisions the ITIB recognizes several issues which need to be addressed in future RTIP ITIM processes.

- Integration of the RTIP Report development process with the Agency Strategic Planning Process must be improved to insure business plans (the Agency Strategic Plan) drive agency IT project selection and submissions. Agency Strategic Plans submission dates must allow adequate time following agency submissions for development of the RTIP report.

- The ITIB recognizes that the RTIP Report has had minimal impact on the funding of IT Projects in the past two years. The quality of information submitted by agencies as well as the ultimate value of the RTIP will, in the future, be directly tied to whether priority projects are funded in the budgeting process. While the Commonwealth ITIB has set a goal that the RTIP Report becomes the primary driver for Commonwealth technology investment decisions in the 2007 budget process, it is the desire of the ITIB that the 2005 RTIP Report guide the Governor and General Assembly in determining funding of technology investments in the upcoming budget session.

- As the ITIB moves forward on implementing the two-step project planning process approved last year, a funding process to support the two-stage planning process must be developed. The process should parallel the Virginia Department of Transportation's process for road construction projects.

- The 2004 recommendation to specifically set out development funds for each major IT project in the Governor's Executive Budget and the Appropriation Act should be accomplished in the 2006-2008 budget biennium.

2.7   Contact Information
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If you have questions or comments about the Recommended Technology Investment Projects Report, please contact Constance Scott at 371-5927, constance.scott@vita.virginia.gov or Judy Marchand at 786-4392, judy.marchand@vita.virginis.gov at the VITA Project Management Division.

3.0   Appendices

Appendices are included as separate attachments with the report. A description of each Appendix follows:
- Appendix A – 2005 Priority Technology Investment Projects (PTIP) Recommended for Funding
  - lists detailed information on projects recommended for funding, including: Projects in

Planning that are Recommended for Funding of Detailed Business Case; Projects Proposed for Development that are Recommended for Funding; or Active Projects in Development Recommended for Additional Funding.

- Appendix B – 2005 Priority Technology Investment Projects (PTIP) Recommended for Maintained Funding - provides detailed information on projects that have identified (anticipated) funds to support the project and are recommended for maintained funding, including: Projects in Planning that are Recommended for Maintained Funding of Detailed Business Case; and, Active Projects in Development that are Recommended for Maintained Funding for Development.

- Appendix C – 2005 Not Recommended for Funding – identifies projects that are not recommended for funding, including: Projects too early in the planning process to submit a strong business case; projects superseded by Enterprise/Collaboration Projects; or, Terminated Active Projects.

- Appendix D – Secretariat/Agency Project Portfolio by Category – lists the Major Technology Investment Projects by Rank within Secretariat, including agency priorities, based on information received as part of the Agency Strategic Planning Process.

- Appendix E – Enterprise/Collaboration Project Description Report - identifies proposed projects with opportunities for enterprise IT solutions or collaboration within common business functions or with PPEA's currently under consideration.

- Appendix F – Major IT Project Description Report - contains the project description for each project in the RTIP report. The "Project ID" field can be used to associate the project to the description. Projects are listed in Project ID sequence.

- Appendix G – 2005 PMD Project Selection and Ranking Criteria for Major IT Projects –Provides an explanation of the project evaluation and ranking criteria approved by the ITIB.

- Appendix H – 2004 Priority Technology Investment Projects for 2004-2006 Budget Biennium Funding Status as of July 15, 2005 - contains the current status of the top 27 projects recommended as priority technology investment projects in the September 2004 report from the ITIB. Shading indicates those projects that were funded.

- Appendix I – RTIP Report Definitions – provides a list of terms and definitions used within the RTIP Report. Additional technology management definitions may be found in the Commonwealth Technology Management Glossary Standard (GOV2003-02.1 revision 1) http://www.vita.virginia.gov/projects/cpm/glossary.cfm.